

# CREATING OPPORTUNITIES IN A CHANGING WORK ENVIRONMENT

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# THE PARADIGM SHIFT

## MECHANICAL $\approx$

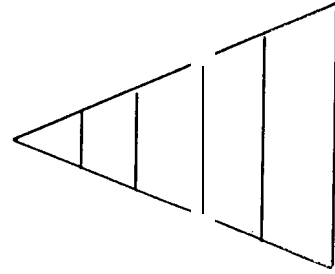
Predictable Environment)

Standardization

Replaceable Parts

Hierarchies

Defined Structures



## INFORMATION $\approx$

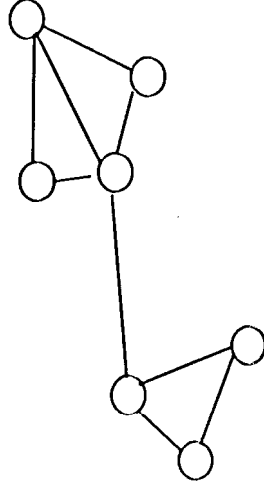
Dynamic Environment)

Customization

Unique Abilities

Networks

Flexible Connections



# CONSEQUENCES

LESS PREDICTABILITY - more experimentation

FIGHTS about assumptions and beliefs

## EMPLOYMENT SHIFTS

Past examples: demise of blacksmithing

invention of "packaged" jobs

demise of typewriter salesman

Predictions: de-jobbing of America & world

more temporary work

Present fact: Manpower, Inc. #2 U.S. employer

# CONSEQUENCES - LIVING WITH PARADOX

Do More	Spend Less
Centralize	Decentralize
Downsize	Value People
Maintain	Experiment
Take Risks	Be Right
Act Short Term	Think Long Term
Individualize	Institutionalize
Change	Stabilize
Internal Focus	External Focus

# BASIC CAREER MANAGEMENT STRATEGY

- KNOW YOURSELF

Your desires - what do you want to do with your life?

Your abilities - what are you really good at?

Your style - in what kinds of situations are you most productive and satisfied??

- KNOW YOUR MARKET

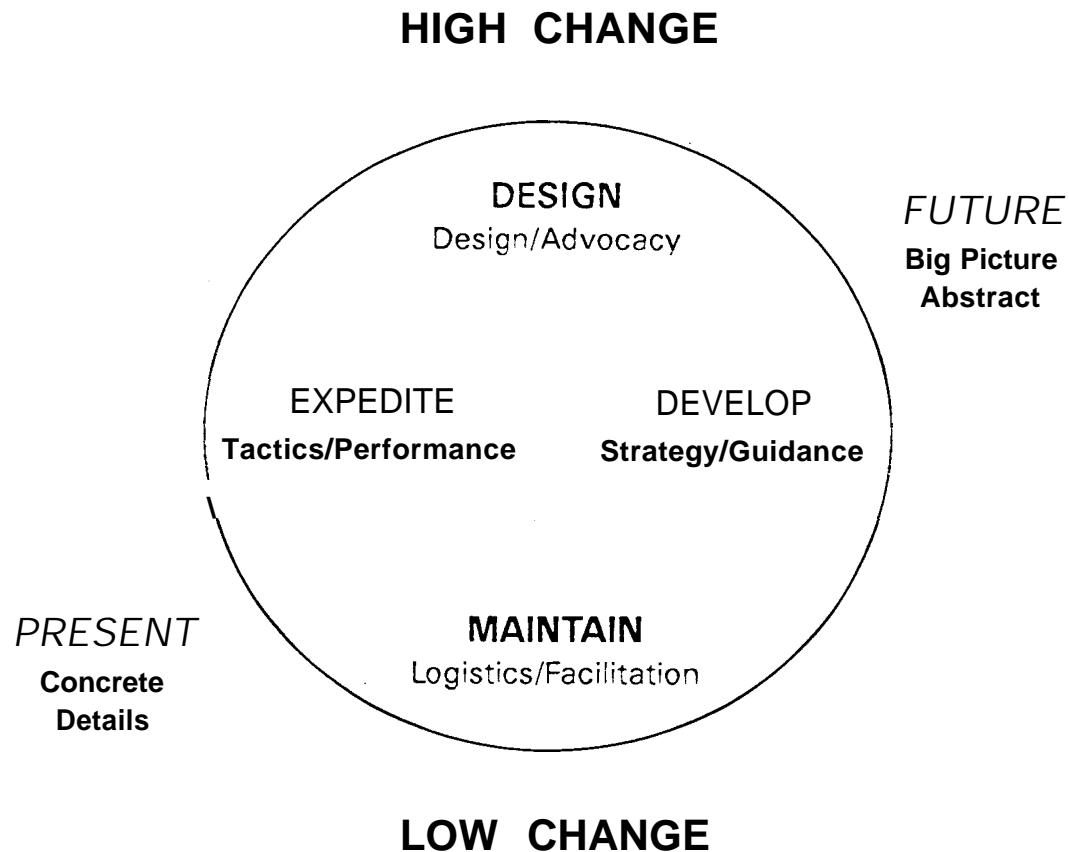
What problems need to be solved and  
who is willing to pay for them to be solved?

What is salable? - what skills/knowledge are wanted?

What is growing? - what industries/fields/knowledge?

- WHERE IS THE MATCH?

# KNOW YOUR ENGINEERING STYLE



- **KNOW YOURSELF**
  - Your Desires - what do you want to do with your life?
  - Your Abilities - what are you really good at?
  - Your Style - in what kinds of situations are you most productive and satisfied??

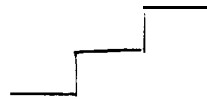
# APPLY THE FOUR STRATEGIES OF CAREER MANAGEMENT

STABLE OR  
GROWTH TIMES

**Up the Ladder**  
Power  
Achievement

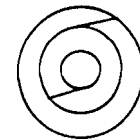


**Steady State**  
Expertise  
Security

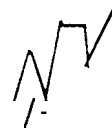


CHANGING OR  
DOWNSIZING TIMES

**Spiral**  
Growth  
Creativity



**Transitory**  
Variety  
Independence



Adapted from the Driver-Brousseau Career Concepts Model

# KNOW YOUR MARKET

## GATHER INFORMATION THROUGH:

Networking & Information Gathering  
Professional Organizations  
Publications

## HIGH VALUE SKILLS:

Problem Identification  
Problem Solving  
Strategic Brokering

## WHERE ARE THE OPPORTUNITIES?

Problems to Be Solved  
New Excitement to Be Created  
Activities that Must Be Maintained

- KNOW YOUR MARKET
  - What problems need to be solved and  
who is willing to pay for them to be solved?
  - What is salable? - what skills/knowledge are wanted?
  - What is growing? - what industries/fields/knowledge?



# WHERE IS THE MATCH?

WHAT ARE MY OPTIONS?

Rule of thumb - have at least three

WHAT RESOURCES ARE AVAILABLE?

WHAT OBSTACLES ARE THERE?

WHAT IS THE RELATIVE COST/BENEFIT?

Example:      Keeping aligned in current employment  
                 Retraining  
                 Contracting or temping  
                 Part time vs Full time  
                 Own business  
                 Changing fields/industries

# PARADOX SOLUTIONS

Leave the world of single solutions (i.e. either/or).....

and

Enter the world of multiple solutions with.....

Both and thinking.....

Best-of-both thinking.....

Expand the concept of time and/or space.....

Neither/nor thinking.....

Multiple contingency thinking.....

Adapted from Peter Stroh and Wynne W. Miller's "Learning to Thrive on Paradox"

# CREATE YOUR OPPORTUNITIES IN A CHANGING WORK ENVIRONMENT

- Acknowledge the impact and CONSEQUENCES of change from:  
the Mechanical Age            to            the Information Age.
- Apply the BASIC CAREER MANAGEMENT STRATEGIES  
Know yourself, know your market, where is the match?
- KNOW YOURSELF - Desires, Abilities, Style  
Know your engineering style  
Apply the FOUR STRATEGIES of career management
- KNOW YOUR MARKET - Problems, Salability, Growth  
Gather information, use high valueskills, seek opportunities
- WHERE IS THE MATCH? - Options, Resources, Obstacles, Cost/Benefit  
Apply different STYLES OF THINKING:  
both/and or best-of-both            neither/nor  
expand the concept in time and/or space  
multiple contingencies

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